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Revised results framework of the UNICEF Strategic Plan, 2014-2017

Summary

The present document, prepared in accordance with Executive Board decision 2014/6, provides an update to document E/ICEF/2014/8, the final results framework of the Strategic Plan, 2014-2017 (E/ICEF/2013/21). It contains the updated results framework and key performance indicators for the Strategic Plan that will guide the work of UNICEF during the remaining period of the plan. Baselines, targets and indicators have been updated, where necessary, to further reflect the principles of results-based management. Annual milestones have been established for output indicators to enable the presentation of a corporate scorecard, in accordance with decision 2015/7. In support of the equity focus of the Strategic Plan, UNICEF continues to advocate for and support the collection and analysis of disaggregated data.

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Acronyms used in the tables

ACT	Artemisinin-based combination therapy
ART	Antiretroviral therapy
BEmONC	Basic emergency obstetric and newborn care
CCCs	Core Commitments for Children in Humanitarian Action
CEDAW	Convention on the Elimination of all Forms of Discrimination against Women
CO	Country office
CRC	Convention on the Rights of the Child
CRPD	Convention on the Rights of Persons with Disabilities
DE	Development effectiveness
DFAM	Division of Financial and Administrative Management
DHR	Division of Human Resources
DHS	Demographic and Health Survey
DHSS	District health system strengthening
DOC	Division of Communication
DRP	Division of Data, Research and Policy
DTP	Diphtheria, tetanus and pertussis
EMIS	Educational Management Information System
EMOPS	Office of Emergency Operations
EMTCT	Elimination of mother-to-child transmission (of HIV)
EO	Evaluation Office
FRG	Field Results Group
GD	Global database (maintained by UNICEF headquarters)
GPI	Gender parity index
GSSC	Global Shared Services Centre
HQ	UNICEF headquarters
ITSSD	Information Technology Services and Solutions Division
M/F	Male/female
MICS	Multiple indicator cluster survey

MNCH	Maternal, neonatal and child health
NA	Not applicable
N/A	Not available
OCHA	Office for the Coordination of Humanitarian Affairs
OIAI	Office of Internal Audit and Investigations
OP	Optional protocol
ORS	Oral rehydration salts
OSEB	Office of the Secretary of the Executive Board
PD	Programme Division
PPD	Public Partnerships Division
QCPR	Quadrennial comprehensive policy review
RMNCH	Reproductive, maternal, newborn and child health
SAM	Severe acute malnutrition
SLA	Service level agreement(s)
SRSG/CAAC	Office of the Special Representative of the Secretary-General for Children and Armed Conflict
SD	Supply Division
U/R	Urban/rural
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
WASH	Water, sanitation and hygiene
WQ	Wealth quintile

Impact: Realizing the rights of every child, especially the most disadvantaged			
Impact indicators	**Baseline**	**Target**	**Disaggregation**
1: Health			
1a. Under-five mortality rate (as pledged in A Promise Renewed)	47 per 1 000 live births (2012)	43 per 1 000 live births	M/F
1b. Neonatal mortality rate	21 per 1 000 live births (2012)	17 per 1 000 live births	M/F
2: HIV and AIDS			
2a. Number of new HIV infections amcng children under 15 years (2011 Political Declaration on HIV and AIDS: Intensifying Our Efforts to Eliminate HIV and AIDS (General Assembly resolution 65/277, annex)	280 000 (2012)	93 000	NA
2b. Percentage of children under 15 years living with HIV receiving antiretroviral therapy[1]	23% (2012)	50%	NA
3: Water, sanitation and hygiene			
3a. Proportion of population practising open defecation	15% (2011)	10%	U/R
3b. Proportion of population using an improved source of drinking water	89% (2011)	93%	U/R
4: Nutrition			
4a. Number of children under 5 years who are moderately and severely stunted	169 million (2010)	approx. 100 million (2025)	U/R, WQ
4b. Percentage of women of reproductive age with anaemia	38% pregnant, 29% non-pregnant (1995-2011)	50% reduction of anaemia in women of reproductive age	NA

[1] Based on 22 priority countries for the Global Plan towards the elimination of new HIV infections among children by 2015 and keeping their mothers alive.

5: Education			
5a. Number of primary school-age children out of school and related gender parity index (GPI)	T = 57.8 million F = 30.5 million M = 27.3 million GPI = 0.89 (2012)	T = 35.6 million F = 17.8 million M = 17.8 million GPI = 1.00	M/F
Impact indicators	**Baseline**	**Target**	**Disaggregation**
5b. Primary completion rate (expressed as gross intake ratio in the last grade of primary) and related GPI	T = 92% F = 91% M = 93% GPI = 0.98 (2012)	T = 98% F = 98% M = 98% GPI = 1.00	M/F
6: Child protection			
6a. Percentage of women 20-24 who were married or in a union by age 18	27% (2005-2012) for the world	24% for the world	NA
6b. Percentage of children under five whose birth is registered	65% (2005-2012)	75%	U/R, WQ
7: Social inclusion			
7a. Countries[2] in which social protection systems have a positive impact on children's well-being	35	53	NA
7b. Countries that have ratified the Convention on the Rights of the Child and its Optional Protocols, the Convention on the Elimination of All Forms of Discrimination against Women and the Convention on the Rights of Persons with Disabilities	CRC – 190 CRC OP1 – 153 CRC OP2 – 165 CRC OP3 – 10 CEDAW – 186 CRPD – 141	CRC – 197 CRC OP1 – 175 CRC OP2 – 165 CRC OP3 – 24 CEDAW – 193 CRPD – 169	NA
7c. Number of children living in extreme poverty	550 million (2010)	447 million	NA

[2] Unless otherwise specified, the term "countries" in this results framework refers to countries with which UNICEF cooperates in pursuit of a particular output or to whose efforts UNICEF is contributing in pursuit of a particular outcome or impact.

Outcome 1: Health

Outcome indicators	Baseline	Target	Source	Disaggregation
P1. Outcome: Improved and equitable use of high-impact maternal and child health interventions from pregnancy to adolescence and promotion of healthy behaviours				
P1.1 Countries with at least 80% of live births attended by skilled health personnel (doctor, nurse, midwife or auxiliary midwife)	51 (2010-latest)	At least 60	GD	U/R; age and WQ where feasible for country monitoring
P1.2 Countries with at least 80% of women attended at least four times during their pregnancy by any provider (skilled or unskilled) for reasons related to the pregnancy	18 (2010-latest)	At least 25	GD	U/R; age and WQ where feasible for country monitoring
P1.3 Countries that are verified/validated as having eliminated maternal and neonatal tetanus	34	54	GD	NA
P1.4 Polio-endemic or newly infected countries that become polio-free	Endemic countries: 3 Reinfected countries: 5 (as of 1 January 2014)	All polio-endemic and newly infected countries	GD	NA
P1.5 Countries with (a) at least 90% coverage at the national level and (b) at least 80% coverage in every district or equivalent administrative unit for children < 1 year receiving measles-containing vaccine or diphtheria, tetanus and pertussis (DTP)-containing vaccine (Number and percentage of children immunized with measles in humanitarian situations will be reported separately.)	Measles: (a) 131 (b) 60 DTP: (a) 135 (b) 63	157	GD	M/F; U/R; and WQ where feasible for country monitoring
P1.6 Countries with at least 80% of children aged 0-59 months with diarrhoea receiving oral rehydration salts (ORS)	0	20	GD	U/R and WQ where feasible for country monitoring
P1.7 Countries with at least 80% of children aged 0-59 months with symptoms of pneumonia taken to an appropriate health provider	7 (2010-latest)	20	GD	M/F; U/R; and WQ where feasible
P1.8 Countries with at least 80% of children aged 0-59 months with fever who had a finger- or heel-stick for malaria testing	0 (2010-2013)	15	GD	M/F; U/R; and WQ where feasible
P1.9 Malaria-endemic countries with at least 80% of children aged 0-59 months sleeping under an insecticide-treated net	0 (2010-2013)	25	CO	M/F; U/R; and WQ where feasible

Outcome indicators	Baseline	Target	Source	Disaggregation
P1.10 Countries with at least 60% of (a) mothers and (b) newborns receiving postnatal care within two days of childbirth	(a) 16 out of 51 UNICEF programme countries with data (2010-2014) (b) 20 out of 57 UNICEF programme countries with data (2010-2014)	(a) 25 (b) 25	GD	NA

Output indicators	Baseline	2015 milestone	2016 milestone	2017 target	Source	Disaggregation
Output a: Enhanced support for children and caregivers, from pregnancy to adolescence, for improved healthy behaviours						
P1.a.1 Countries in which a maternal, neonatal and child health (MNCH) communication plan has been developed, budgeted and implemented	16	44	46	48	CO	NA
P1.a.2 Polio-affected countries with less than 1% of children under 5 years missing polio vaccination due to refusal	12 (2014)	23	35	45	CO	NA
Output b: Increased national capacity to provide access to essential high-impact maternal and child health interventions						
P1.b.1 Countries without stockouts lasting more than one month at national level for ORS	117	120	126	132	CO	NA
P1.b.2 Countries without stockouts lasting more than one month at the national level of (a) DTP-containing vaccine or (b) measles vaccine	(a) 148 (b) 142	(a) 148 (b) 145	(a) 148 (b) 145	(a) 148 (b) 145	GD	NA
P1.b.3 Countries in which the target number of community health workers are trained to implement integrated community case management	22	24	30	40	CO	NA
P1.b.4 Countries with 100% of basic emergency obstetric and newborn care (BEmONC) facilities operational on 24/7 basis	35 (2014)	41	47	54	CO	NA
P1.b.5 Countries in which 80% of women of reproductive age in high-risk areas receive two doses of tetanus vaccine through campaigns	25% (2014)	100%	100%	100%	CO	NA
P1.b.6 Malaria-endemic countries in which the target number of health workers in UNICEF-supported programmes are trained in rapid diagnostic testing for malaria in children	5 (2014)	6	8	10	CO	NA

Output indicators	Baseline	2015 milestone	2016 milestone	2017 target	Source	Disaggregation
P1.b.7 Malaria-endemic countries without stockouts lasting more than one month at national level of all Arteminisin-based combination therapy (ACT)	94 (2014)	95	97	99	CO	NA
P1.b.8 Polio-priority countries (endemic, outbreak, other) in which planned supplemental implementation activities were cancelled, postponed or reduced in size during the previous six months due to gaps in vaccine supply	2 (2014)	1	1	0	CO	NA
Output c: Strengthened political commitment, accountability and national capacity to legislate, plan and budget for scaling up of health interventions						
P1.c.1 Countries in which barriers and bottlenecks relating to child survival are monitored in at least 80% of district health system strengthening (DHSS) targeted districts	9	24	32	40	CO	NA
P1.c.2 Countries in which all relevant (out of the 13) essential commodities are (a) registered and (b) for which there are guidelines for use in facilities and communities	(a) 45 (b) 45 (2014)	(a) 49 (b) 46	(a) 53 (b) 47	(a) 57 (b) 49	CO	NA
P1.c.3 Countries in which a policy for community health workers to provide antibiotics for pneumonia is in place	66	72	86	100	CO	NA
P1.c.4 Countries with costed implementation plans for maternal, newborn and child health care	52	66	70	75	CO	NA
P1.c.5 Countries in which a policy for home visits of newborns is developed and/or revised, adopted and in use	68 (2014)	72	76	80	CO	NA
P1.c.6 Countries that have mainstreamed risk reduction/resilience, inclusive of climate change, into national health strategies and plans	27	36	38	40	CO	NA
P1.c.7 Countries for which a policy on focused antenatal care has been developed, adopted and implemented	99 (2014)	106	113	120	CO	NA
P1.c.8 Countries that monitor and produce a reproductive, maternal, newborn and child health (RMNCH) scorecard	44 (2014)	49	54	59	CO	NA

Output indicators	Baseline	2015 milestone	2016 milestone	2017 target	Source	Disaggregation
Output d: Increased country capacity and delivery of services to prevent excess mortality among girls, boys and women in humanitarian situations						
P1.d.1 Cholera-endemic (or at risk for cholera) countries with comprehensive multisectoral cholera preparedness plans	26 (2014)	30	35	40	CO	NA
P1.d.2 UNICEF-targeted children 6-59 months (or 6 months to 15 years in affected areas) in humanitarian situations vaccinated against measles	70%	6-59 months: 83% 6 months to 15 years: 79%	6-59 months: 89% 6 months to 15 years: 87%	6-59 months: 95% 6 months to 15 years: 95%	CO	M/F where feasible
P1.d.3 UNICEF-targeted families in humanitarian situations that receive two insecticide-treated nets in malaria-endemic areas	30%	84%	92%	100%	CO	NA
Output e: Increased capacity of Governments and partners, as duty-bearers, to identify and respond to key human-rights and gender-equality dimensions of maternal and child health						
P1.e.1 Countries that have plans with budgets allocated to reduce adolescent pregnancy	83 (2014)	86	89	93	CO	NA
P1.e.2 Countries that produce an analysis of sex-differentiated infant and child mortality estimates	42 (2014)	48	55	62	CO	NA
Output f: Enhanced global and regional capacity to accelerate progress in child health						
P1.f.1 Peer-reviewed journal or research publications by UNICEF on maternal, newborn, child or adolescent health	40 (2014)	41	43	45	CO, RO and HQ	NA
P1.f.2 Countries that have conducted a launch of A Promise Renewed, followed by annual review	59 (2014)	62	66	69	CO	NA

Outcome 2: HIV and AIDS

Outcome indicators	Baseline	Target	Source	Disaggregation
P2. Outcome: Improved and equitable use of proven HIV prevention and treatment interventions by children, pregnant women and adolescents				
P2.1 Countries with at least 80% coverage of ART among all children aged 0-14 years and adolescent girls and boys aged 10-19 years living with HIV	0-14 years old: 0 (2012) 10-19 years old: data not available (2012)	9 UNAIDS priority countries	GD	M/F and age where feasible
P2.2 Countries providing at least 80% coverage of lifelong ART for all pregnant women living with HIV	1 (2012)	9 priority countries for the Global Plan towards the elimination of new HIV infections among children by 2015 and keeping their mothers alive	GD	Age where feasible
P2.3 Countries in which at least 50% of overall HIV and AIDS spending is funded through domestic resources	32% (2010-2014)	40%	UNAIDS global report	NA
P2.4 Countries with at least 60% coverage in condom use at last sexual encounter among adolescents aged 15-19 years reporting multiple partners in past year, disaggregated by sex	Males: 10 out of 14 Females: 1 out of 13	38 UNAIDS priority countries	GD	M/F; U/R; WQ where feasible

Output indicators	Baseline	2015 milestone	2016 milestone	2017 target	Source	Disaggregation
Output a: Enhanced support for children and caregivers for healthy behaviours relating to HIV and AIDS and to the use of relevant services, consistent with UNAIDS Unified Budget, Results and Accountability Framework						
P2.a.1 Countries that have comprehensive behaviour-change communication strategies for adolescents and youth, including those from key populations	19	20	30	38	CO	NA
P2.a.2 Countries in which at least 80% of adolescents aged 15-19 years have comprehensive knowledge about HIV and AIDS	0	2	3	6	GD	M/F
Output b: Increased national capacity to provide access to essential service delivery systems for scaling up HIV interventions						
P2.b.1 Countries with at least 80% of eligible adolescents 10-19 years receiving voluntary male medical circumcision	0	2	9	16	CO	NA
P2.b.2 Countries with at least 80% of antenatal care settings/facilities in targeted areas offering ART	9	12	17	22	CO	NA
P2.b.3 Countries implementing task-shifting or task-sharing for non-physician health-care providers to provide ART	10	20	21	22	CO	NA
P2.b.4 Countries in which at least 50% of facilities in targeted areas offer provider-initiated testing and counselling to children aged 0-19 years	20 (2014)	26	32	38	CO	NA
P2.b.5 Countries that have adopted the 2013 World Health Organization HIV treatment guidelines for children and adolescents	30 (2014)	33	36	38	CO	NA
P2.b.6 Countries in which 80% of health facilities are providing paediatric ART	9 (2014)	13	17	22	CO	NA
Output c: Strengthened political commitment, accountability and national capacity to legislate, plan and budget to scale up HIV and AIDS prevention and treatment interventions						
P2.c.1 Countries reporting age- and sex-disaggregated data on HIV testing and counselling among adolescents 15-19 years	18	29	33	38	GD	NA
P2.c.2 Countries with national HIV/AIDS strategies that include proven high-impact evidence-based interventions to address HIV among adolescents	26 (2014)	30	34	38	CO	Age

Output indicators	Baseline	2015 milestone	2016 milestone	2017 target	Source	Disaggregation
P2.c.3 Countries with national policies to implement sexuality or life skills-based HIV education in upper primary schools	28	34	36	38	CO	NA
P2.c.4 Countries with either a national child protection strategy or a national social protection strategy that includes elements focused on HIV	22	28	33	38	CO	NA
Output d: Increased country capacity and delivery of services to ensure that vulnerability to HIV infection is not increased and HIV-related care, support and treatment needs are met in humanitarian situations						
P2.d.1 HIV-positive pregnant women (out of those targeted by UNICEF) in humanitarian situations who receive treatment (either initiated or continuing) to prevent mother-to-child-transmission of HIV	54% (2014)	60%	70%	80%	CO	NA
P2.d.2 HIV-positive children (out of those targeted by UNICEF) in humanitarian situations who receive ART	34% (2014)	46%	60%	80%	CO	M/F where feasible
Output e: Increased capacity of Governments and partners, as duty-bearers, to identify and respond to key human-rights and gender-equality dimensions of HIV and AIDS						
P2.e.1 Countries with national household survey-based data on HIV disaggregated by age and sex collected within the preceding five years	18	23	30	38	GD	NA
P2.e.2 Countries that have undertaken a gender review of the HIV policy/strategy of the current national development plan with UNICEF support	18	20	25	38	CO	NA
Output f: Enhanced global and regional capacity to accelerate progress in HIV and AIDS						
P2.f.1 Peer-reviewed journal or research publications by UNICEF on HIV and AIDS	17 (2014)	18	19	20	CO, RO and HQ	NA
P2.f.2 Key global and regional HIV/AIDS initiatives in which UNICEF is a co-chair or provides coordination support	6	6	6	6	HQ	NA

Outcome 3: Water, sanitation and hygiene

Outcome indicators	Baseline	Target	Source	Disaggregation
P3. Outcome: Improved and equitable use of safe drinking water, sanitation and improved hygiene practices				
P3.1 Countries in which more than 75% of households have an improved source of drinking water	115 (2011)	131	GD	U/R
P3.2 Countries in which more than 50% of the population has an improved sanitation facility	105 (2011)	120	GD	U/R
P3.3 Countries in which more than 50% of primary schools have water, sanitation and hygiene (WASH) facilities meeting national standards	26 (2014)	100	CO	U/R
P3.4 Countries in which the proportion of households with handwashing facilities with soap and water has increased by 10%	Out of 51 countries with data (2014)	23	GD	U/R
P3.5 Countries in which more than 33% of the population practises open defecation	21 (2011)	8	GD	NA
P3.6 People in humanitarian situations who access and use (a) safe drinking water, (b) adequate sanitation and hygiene facilities or (c) handwashing facilities	(a) 74% (b) 56% (c) 53% (2014)	80%	CO	M/F where feasible

Output indicators	Baseline	2015 milestone	2016 milestone	2017 target	Source	Disaggregation
Output a: Enhanced support for children and families leading to the sustained use of safe drinking water, the adoption of adequate sanitation and good hygiene practices						
P3.a.1 Countries implementing community-based hand-washing behaviour-change programmes on a national scale	53 (2014)	79	82	86	CO	NA
P3.a.2 Countries implementing water-safety plans at the community level	35 (2014)	50	60	65	CO	NA
Output b: Increased national capacity to provide access to sustainable safe drinking water and adequate sanitation						
P3.b.1 Countries with an established target to provide access to drinking water to unserved populations	74	80	90	100	CO	NA
P3.b.2 Countries implementing a national strategy to eliminate open defecation	63% (2014)	65%	67%	70%	CO	NA

Output indicators	Baseline	2015 milestone	2016 milestone	2017 target	Source	Disaggregation
P3.b.3 Countries with at least 50% of primary schools having access to adequate sanitation facilities for girls	32 (2014)	50	60	65	CO	NA
Output c: Strengthened political commitment, accountability and national capacity to legislate, plan and budget for the scaling-up of interventions to promote safe drinking water, adequate sanitation and good hygiene practices						
P3.c.1 Countries implementing a "sustainability compact" or sustainability plan for WASH, with evidence of continuous monitoring	5	9	12	15	CO	NA
P3.c.2 Countries integrating climate-resilient development and/or risk management strategies into WASH sector plans	55 (2014)	60	63	65	CO	NA
Output d: Increased country capacity and delivery of services to ensure that girls, boys and women have protected and reliable access to sufficient safe water, sanitation and hygiene facilities in humanitarian situations						
P3.d.1 UNICEF-targeted population in humanitarian situations (a) accessing sufficient quantity of water of appropriate quality for drinking, cooking and personal hygiene; (b) using appropriate sanitation facilities and living in environments free of open defecation; (c) able to practise appropriate handwashing and menstrual hygiene; or (d) accessing appropriate WASH facilities and hygiene education in schools, temporary learning spaces and other child-friendly spaces	(a) 92% (b) 56% (c) 62% (d) 76% (2014)	(a) 100% (b) 70% (c) 70% (d) 80%	(a) 100% (b) 80% (c) 80% (d) 85%	(a) 100% (b) 90% (c) 90% (d) 90%	CO	M/F where feasible
P3.d.2 Countries in humanitarian action in which country cluster coordination mechanism for WASH meets CCC standards for coordination	57% (2014)	100%	100%	100%	HQ	NA
Output e: Increased capacity of Governments and partners, as duty-bearers, to identify and respond to key human-rights and gender-equality dimensions of water, sanitation and hygiene practices						
P3.e.1 Countries with national monitoring systems reporting on equity of access to WASH services	37 (2014)	40	43	47	CO	NA
P3.e.2 Countries implementing menstrual hygiene management in WASH in Schools programmes	22 (2014)	40	43	48	CO	NA

Output indicators	Baseline	2015 milestone	2016 milestone	2017 target	Source	Disaggregation
Output f: Enhanced global and regional capacity to accelerate progress in safe water, sanitation and hygiene practices						
P3.f.1 Peer-reviewed journal or research publications by UNICEF on WASH and children	23 (2014)	32	32	32	CO, RO and HQ	NA
P3.f.2 Key global and regional WASH initiatives in which UNICEF is the co-chair or provides coordination support	5	5	5	5	HQ	NA

Outcome 4: Nutrition

Outcome indicators	Baseline	Target	Source	Disaggregation
P4. Outcome: Improved and equitable use of nutritional support and improved nutrition and care practices				
P4.1 Countries with a current exclusive breastfeeding rate among children 0-5 months old ≥ 50% and no recent significant decline	27 (2007-2013)	40	GD	NA
P4.2 Countries with at least 90% of households consuming iodized salt	6 (2007-2013)[3]	25	GD	NA
P4.3 Countries with at least 80% of primary caregivers engaged in early childhood stimulation for children aged 3-5 years (36-59 months) at home	16 (2005-2013)	30	GD	M/F
P4.4 Children aged 6-59 months covered with two annual doses of vitamin A supplements in vitamin A-priority countries	68% (2011)	80%	GD	NA
P4.5 Children aged 6-59 months affected by severe acute malnutrition (SAM) reached with quality treatment, defined as children who recovered	Admissions: 2.7 million (2012) Recovered: 85% (2012)	Admissions: 4 million Recovered: > 75%	GD	M/F where feasible

Output indicators	Baseline	2015 milestone	2016 milestone	2017 target	Source	Disaggregation
Output a: Enhanced support for children, caregivers and communities for improved nutrition and care practices						
P4.a.1 Countries with capacities to provide infant and young child feeding counselling services to at least 70% of communities	14	27	34	40	CO	NA

[3] This indicator has been revised in accordance with the revision of the global indicator. Baseline is to be computed once the definition of the revised indicator is finalized.

Output indicators	Baseline	2015 milestone	2016 milestone	2017 target	Source	Disaggregation
Output b: Increased national capacity to provide access to nutrition interventions						
P4.b.1 Countries with sufficient supply to provide two annual doses of Vitamin A supplements to all children aged 6-59 months	72 (2012)	77	80	82	CO	NA
Output c: Strengthened political commitment, accountability and national capacity to legislate, plan and budget for the scaling-up of nutrition interventions						
P4.c.1 Countries in which the International Code of Marketing of Breast-milk Substitutes is adopted as legislation	64	75	80	85	CO	NA
P4.c.2 Countries with a policy or plan targeting anaemia reduction in women and girls	Women: 70 Girls: 27	Women: 85 Girls: 39	Women: 93 Girls: 44	Women: 100 Girls: 50	CO	NA
P4.c.3 Countries that have developed or revised a nutrition sector plan or policy that includes a risk-management strategy to address disaster/crisis risks (e.g., natural disaster/climate/conflict)	50	60	65	70	CO	NA
P4.c.4 Countries with a national iodine deficiencies disorder coordination body that was functioning effectively over the previous year	19	35	40	45	CO	NA
P4.c.5 Countries that have legislation to mandate fortification of at least one industrially milled cereal grain	78	83	87	90	CO	NA
Output d: Increased country capacity and delivery of services to ensure the protection of the nutritional status of girls, boys and women from the effects of humanitarian situations						
P4.d.1 UNICEF-targeted children aged 6-59 months with SAM in humanitarian situations who are admitted to programmes for the management of acute malnutrition and recover	Admission: 81% Recovery rate: 74% (2014)	Admission: 85% Recovery rate: > 75%	Admission: 90% Recovery rate: > 75%	Admission: 95% Recovery rate: > 75%[4]	CO	M/F where feasible

[4] This is a globally agreed recovery rate in humanitarian settings (Sphere Project).

Output indicators	Baseline	2015 milestone	2016 milestone	2017 target	Source	Disaggregation
P4.d.2 Countries in humanitarian action in which the country cluster coordination mechanism for nutrition meets CCC standards for coordination	100% (2014)	100%	100%	100%	HQ	NA
P4.d.3 UNICEF-targeted caregivers of children aged 0-23 months in humanitarian situations who are accessing infant and young child feeding counselling that includes early childhood stimulation and development services	45% (2014)	48%	51%	55%	CO	M/F where feasible
Output e: Increased capacity of Governments and partners, as duty-bearers, to identify and respond to key human-rights and gender-equality dimensions of nutrition						
P4.e.1 Countries with national management information systems that disaggregate data on nutrition	85	93	96	100	CO	NA
P4.e.2 Countries that have undertaken a gender review of the nutrition policy/strategy in the current national development plan cycle with UNICEF support	16	28	34	40	CO	NA
Output f: Enhanced global and regional capacity to accelerate progress in child nutrition						
P4.f.1 Peer-reviewed journal or research publications by UNICEF on nutrition in children and women	45 (2014)	50	50	50	CO, RO and HQ	NA
P4.f.2 Key global and regional nutrition initiatives in which UNICEF is the co-chair or provides coordination support	6	8	9	10	HQ	NA

Outcome 5: Education

Outcome indicators	Baseline	Target	Source	Disaggregation
P5. Outcome: Improved learning outcomes and equitable and inclusive education				
P5.1 Countries with primary/lower secondary-school-age out-of-school rate below 5%, disaggregated by sex	Primary T = 44% F = 36% M = 41% (2008-13) L. Secondary T = 24% F = 21% M = 22% (2008-13)	Primary T = 57% F = 50% M = 50% L. Secondary T = 27% F = 27% M = 27%	UNESCO	M/F
P5.2 Countries with increasing learning outcomes	T = 63% F = 61% M = 68% (2005-2013)	T = 75% F = 75% M = 75%	GD	M/F
P5.3 Countries with at least 20% of government expenditure on education	20% (2008-2013)	25%	UNESCO	NA
P5.4 Countries with poorest quintile attendance rate: - above 80% in primary education - above 25% in early childhood education	Primary: 48% (2008-13) Early childhood: 17% (2005-13)	Primary: 60% Early childhood: 42%	GD	NA
P5.5 Programme countries in which at least 80% of children aged 36-59 months have been engaged in activities with an adult to promote learning and school readiness	31% (2005-13)	60%	GD	M/F
P5.6 Children targeted by UNICEF and partners in humanitarian situations accessing formal or non-formal basic education (including pre-primary schools/early childhood learning spaces)	51% (2014)	80%	CO	M/F where feasible
P5.7 Education in global humanitarian funding	1.9%	At least 4%	OCHA	NA

Output indicators	Baseline	2015 milestone	2016 milestone	2017 target	Source	Disaggregation
Output a: Enhanced support to communities to enable disadvantaged and excluded children to start schooling at the right age and attend regularly						
P5.a.1 Countries with functional school management committees at the primary and secondary levels	34%	40%	43%	47%	CO	NA
P5.a.2 Countries in which the education management information system feeds findings back to communities or school management committees	32%	38%	40%	43%	CO	NA
P5.a.3 School management committees or parent-teacher associations or school communities (or similar structure) that received training funded by UNICEF	47 141 (2014)	94 282	141 423	188 564	CO	NA
Output b: Increased national capacity to provide access to early learning opportunities and quality primary and secondary education						
P5.b.1 Countries with innovative approaches at scale to improve access to education and learning outcomes for the most disadvantaged and excluded children	30%	34%	37%	40%	CO	NA
P5.b.2 Countries in which quality standards consistent with child-friendly schools/education or similar models have been developed or revised	59%	73%	81%	91%	CO	NA
P5.b.3 Children who were provided with individual (one-per-child) education materials funded by UNICEF	16.3 million (2014)	32.6 million	48.9 million	65.2 million	CO	NA
P5.b.4 Classrooms that were provided with classroom education materials funded by UNICEF	237 371 (2014)	474 742	712 113	949 484	CO	NA
Output c: Strengthened political commitment, accountability and national capacity to legislate, plan and budget for the scaling-up of quality and inclusive education						
P5.c.1 Countries with well-functioning student learning assessment system, especially for early grades	42%	56%	65%	76%	CO	NA
P5.c.2 Countries with effective early-learning policies and quality early-learning programmes	31%	47%	57%	70%	CO	NA

Output indicators	Baseline	2015 milestone	2016 milestone	2017 target	Source	Disaggregation
P5.c.3 Countries with an education sector plan/policy that includes risk assessment and risk management	19%	48%	77%	100%	CO	NA
Output d: Increased country capacity and delivery of services to ensure girls and boys access to safe and secure forms of education and critical information for their own well-being in humanitarian situations						
P5.d.1 UNICEF-targeted children in humanitarian situations accessing formal or non-formal basic education, including pre-primary schools/early childhood learning spaces	59%	100%	100%	100%	CO	M/F where feasible
P5.d.2 Countries in humanitarian action in which the country cluster coordination mechanism for education meets CCC standards for coordination	73% (2014)	100%	100%	100%	HQ	NA
Output e: Increased capacity of Governments and partners, as duty-bearers, to identify and respond to key human-rights and gender-equality dimensions of school readiness and performance						
P5.e.1 Countries with gender parity (between 0.97 and 1.03) in lower secondary education	38% (2008-13)	43%	45%	47%	UNESCO	NA
P5.e.2 Countries with an Education Management Information System (EMIS) providing disaggregated data that allow the identification of barriers and bottlenecks that inhibit the realization of the rights of disadvantaged children	40%	57%	65%	75%	CO	NA
P5.e.3 Countries with policies on inclusive education covering children with disabilities	36%	41%	44%	46%	CO	NA
P5.e.4 Countries with an education sector policy or plan that specifies prevention and response mechanisms to address gender-based violence in and around schools	28%	30%	31%	32%	CO	NA
P5.e.5 Countries in which girls' secondary education, in terms of enrolment, retention, and completion, is a recognized, targeted and budgeted education priority	27% (2014)	31%	35%	40%	CO	NA
P5.e.6 Countries with an education policy/sector plan that includes multilingual education to allow children to learn in their mother tongue during the early grades	43%	53%	59%	65%	CO	NA

Output indicators	Baseline	2015 milestone	2016 milestone	2017 target	Source	Disaggregation
Output f: Enhanced global and regional capacity to accelerate progress in education						
P5.f.1 Peer-reviewed journal or research publications by UNICEF on education	31 (2014)	15	15	15	CO, RO and HQ	NA
P5.f.2 Key global and regional education sector initiatives in which UNICEF is the co-chair or provides coordination support	18	19	19	20	HQ	NA

Outcome 6: Child protection

Outcome indicators	Baseline	Target	Source	Disaggregation
P6. Outcome: Improved and equitable prevention of and response to violence, abuse, exploitation and neglect of children				
P6.1 Countries with a 10% reduction in the proportion of girls aged 15-17 years who have ever experienced sexual violence (forced to have sexual intercourse or perform any other sexual act against one's will), in countries with a prevalence of at least 5%	Out of 24 countries with data and prevalence of > 5%	2	GD	NA
P6.2 Countries with a 10% reduction in the proportion of children aged 2-14 years (definition will change by 2017 to 1-14 years) who experience violent disciplinary practices by an adult member of the household	Out of 53 countries with data	5	GD	NA
P6.3 Countries with a 20% reduction in the number of children in detention per 100,000 children	Out of 80 countries with data	15	CO	NA
P6.4 Countries with a 10% or more reduction in the proportion of girls aged 0-14 years undergoing female genital mutilation/cutting	Out of 17 countries with UNICEF/ UNFPA joint programme (2000-12)	5	GD	U/R
P6.5 Countries with less than 10% of children aged 5-17 years involved in child labour	44 (2005-2014)	50	GD	M/F; U/R; and WQ where feasible
P6.6 Countries with a 10% reduction in the proportion of children in residential care (out of all children in both residential and foster care)	Out of 80 countries with data	15	CO	M/F

Outcome indicators	Baseline	Target	Source	Disaggregation
P6.7 Countries with a 5% reduction in the proportion of women aged 20-24 years married by age 18 years, in countries with a prevalence of at least 25%	50 (2010-12)	8	GD	U/R
P6.8 Parties to conflict listed in the annex to the report of the Secretary-General on children and armed conflict that enter into action plans to end grave violations against children	6 out of 8 Governments (75%); armed groups in 1 out of 8 countries (12.5%)	State parties: 100% Non-state parties: 10%	SRSG/CAAC	NA

Output indicators	Baseline	2015 milestone	2016 milestone	2017 target	Source	Disaggregation
Output a: Enhanced support and increased capacity of children and families to protect themselves and to eliminate practices and behaviours harmful to children						
P6.a.1 Countries in which UNICEF-supported programmes aimed at increasing children's capacity to identify, prevent and/or report violence reach at least 75% of the target population at risk	Sexual violence: 9 Physical violence: 5 More than one form of violence: 7 (2014)	Sexual violence: 10 Physical violence: 6 More than one form of violence: 8	Sexual violence: 11 Physical violence: 7 More than one form of violence: 9	Sexual violence: 12 Physical violence: 8 More than one form of violence: 10	CO	NA
P6.a.2 Countries with 75% of targeted parents reached by programmes addressing child-rearing practices	2 out of 71 countries	12	18	30 out of 71 countries	CO	NA
Output b: Increased national capacity to provide access to child protection systems that prevent and respond to violence, abuse, exploitation and neglect						
P6.b.1 Countries with functioning child protection systems offering preventive and response services	33	42	50	55	CO	NA
P6.b.2 Countries with availability of free and universal birth registration	114 (2014)	121	128	135	CO	NA

Output indicators	Baseline	2015 milestone	2016 milestone	2017 target	Source	Disaggregation
P6.b.3 Countries in which procedures and services for children in contact with the law are applied and delivered in line with international norms	26 (2014)	34	42	50	CO	NA
P6.b.4 Countries (of those in which child marriage prevalence is 25% or higher) with national strategies or plans on child marriage with a budget	1	4	6	12	CO	NA
P6.b.5 Countries with comprehensive national approaches on early childhood development that include budgets and functioning coordination mechanisms	56 (2014)	60	65	70	CO	NA
Output c: Strengthened political commitment, accountability and national capacity to legislate, plan and budget for the scaling-up of interventions that prevent and respond to violence, abuse, exploitation and neglect						
P6.c.1 Countries with legislation on child protection consistent with or better than international standards	33 (2014)	37	43	50	CO	NA
P6.c.2 Countries with legislation in place that recognizes children's right to be heard in civil and administrative proceedings that affect them (in line with article 12 of the Convention on the Rights of the Child)	119 (2014)	121	123	125	CO	NA
Output d: Increased country capacity and delivery of services to ensure that children's right to protection from violence, abuse and exploitation is sustained and promoted in humanitarian situations						
P6.d.1 UNICEF-targeted children in humanitarian situations benefitting from psychosocial support	81% (2014)	100%	100%	100%	CO	M/F
P6.d.2 Countries in humanitarian action in which the country subcluster coordination mechanism for (a) child protection and (b) gender-based violence meets CCC standards for coordination	(a) 74% (b) 50% (2014)	(a) 100% (b) 100%	(a) 100% (b) 100%	(a) 100% (b) 100%	HQ	NA

Output indicators	Baseline	2015 milestone	2016 milestone	2017 target	Source	Disaggregation
P6.d.3 UNICEF-targeted children and women in humanitarian situations who experience or are at risk of experiencing sexual violence and receive at least one kind of multisectoral support service (e.g., health, psychosocial (can include access to a dignity kit or safe space), livelihood/economic strengthening or justice service or activity)	79% (2014)	100%	100%	100%	CO	M/F where feasible
P6.d.4 UNICEF-targeted children in humanitarian situations who were registered as unaccompanied or separated and reunified with families or caregivers, or received appropriate alternative care services	53% (2014)	60%	70%	80%	CO	M/F where feasible
P6.d.5 UNICEF-targeted children released from armed forces and groups who were reintegrated	82% (2014)	100%	100%	100%	CO	M/F where feasible
P6.d.6 UNICEF-targeted children who benefit from weapons-related risk education	2 208 912 (% not available) (2014)	100%	100%	100%	CO	M/F where feasible
P6.d.7 Country situations with UNICEF-supported mechanisms to monitor and report on grave violations against children	100%	100%	100%	100%	HQ	NA
Output e: Increased capacity of Governments and communities to identify and respond to human-rights and gender-equality dimensions of child protection						
P6.e.1 Countries that collect and publish routine administrative data on violence, exploitation and abuse of children, including violent deaths and injuries	25 (2014)	30	35	40	CO	NA
P6.e.2 Countries that have revised or improved child-protection policies on the basis of a gender review supported by UNICEF	33	38	53	70	CO	NA
Output f: Enhanced global and regional capacity to accelerate progress in child protection						
P6.f.1 Peer-reviewed journal or research publications by UNICEF on child protection	49 (2014)	53	57	60	CO, RO and HQ	NA

Output indicators	Baseline	2015 milestone	2016 milestone	2017 target	Source	Disaggregation
P6.f.2 Key global and regional child-protection initiatives in which UNICEF is the co-chair or provides coordination support	15	30	25	20	HQ	NA

Outcome 7: Social inclusion

Outcome indicators	Baseline	Target	Source	Disaggregation
P7. Outcome: Improved policy environment and systems for disadvantaged and excluded children, guided by improved knowledge and data				
P7.1 Countries that expand the number of children covered by social protection systems	37 (2014)	52	CO	NA
P7.2 Countries with improved capacity to develop, implement and finance integrated social protection systems	32	50	CO	NA
P7.3 Countries in which social spending on a per capita basis is being maintained or is increasing	24	50	CO	NA

Output indicators	Baseline	2015 milestone	2016 milestone	2017 target	Source	Disaggregation
Output a: Enhanced support for disadvantaged and marginalized children and families to use social protection systems and participate in decision-making processes affecting them						
P7.a.1 Countries with functional mechanisms for the participation of children to influence development agendas in the local, subnational or national plans that affect the most disadvantaged and marginalized	92 (2014)	94	97	102	CO	NA
P7.a.2 Countries with functioning mechanisms for public engagement to influence development agendas in the local, subnational or national plans that affect the most disadvantaged and marginalized	89 (2014)	109	124	134	CO	NA
Output b: Increased national capacity to provide access to inclusive systems that protect children and adolescents from poverty and promote social inclusion						
P7.b.1 Countries that track the effectiveness of social protection on at least one child outcome	35	50	55	60	CO	NA

Output indicators	Baseline	2015 milestone	2016 milestone	2017 target	Source	Disaggregation
P7.b.2 Countries with large urban populations (1 million or more) that produce and use disaggregated data on the most excluded (e.g., urban poor/slums)	53 (2014)	58	63	68	CO	NA
P7.b.3 Young children who have access to affordable (free or subsidized or reasonably priced and accessible to low-income families) quality child care	25% (2014)	26%	28%	30%	CO	NA
P7.b.4 Countries that routinely monitor and report on child poverty	29	52	56	60	GD	NA
Output c: Strengthened political commitment, accountability and national capacity to legislate, plan and budget for inclusive social policies and social protection measures, including in risk-prone and fragile contexts						
P7.c.1 Countries with policy and/or budgetary frameworks that explicitly address child poverty and disparities	40 (2014)	45	50	60	CO	NA
P7.c.2 Countries that incorporate children's rights in the policy discourse on environmental sustainability, including climate change	34 (2014)	38	44	50	CO	NA
Output d: Improved country capacity and national systems to promote resilience and strengthen the response to humanitarian situations						
P7.d.1 UNICEF country offices that have undertaken minimum preparedness actions in the past 12 months	71 %[5] (2014)	75%	80%	100%	CO	NA
P7.d.2 Countries in humanitarian situations with systems to monitor UNICEF humanitarian results	97%[6] (2014)	98%	100%	100%	CO	NA
P7.d.3 Countries with planning and monitoring systems that explicitly address risks at (a) the national level or (b) the subnational level	(a) 64% (b) 43% (2014)	(a) 66% (b) 45%	(a) 69% (b) 47%	(a) 74% (b) 51%	CO	NA

[5] Number of country offices having undertaken minimum preparedness actions in compliance with UNICEF guidance on emergency preparedness for response and reported in online reporting systems. Guidance and the online system are under review, to be tested and rolled out through 2016. Baselines are adjusted in line with initial assessment against new guidance.

[6] Percentage of country offices with stand-alone appeals in Humanitarian Action for Children 2014 that reported results in terms of programme targets during the year.

Output indicators	Baseline	2015 milestone	2016 milestone	2017 target	Source	Disaggregation
P7.d.4 Countries (a) in which humanitarian action has contributed to the development of social protection programmes/systems or (b) in which UNICEF-supported social protection programming has contributed to humanitarian action responses	(a) 47% (b) 32% (2014)	(a) 46% (b) 33%	(a) 48% (b) 36%	(a) 50% (b) 40%	CO	NA
Output e: Increased capacity of Governments and partners, as duty-bearers, to identify and respond to key human-rights and gender-equality dimensions of social inclusion						
P7.e.1 Countries that have revised domestic legislation and administrative guidance in line with the concluding observations of the (a) CRC, (b) CEDAW and (c) CRPD committees	(a) 74 (b) 55 (c) 23	(a) 115 (b) 90 (c) 55	(a) 130 (b) 100 (c) 65	(a) 157 (b) 110 (c) 72	CO	NA
P7.e.2 Countries with a national social protection strategy or plan that includes elements focused on gender	40 (2014)	42	45	50	CO	NA
P7.e.3 Countries that have legal and paralegal services available to support children in claiming redress for violations of their rights	77	120	132	140	CO	NA
Output f: Enhanced global and regional capacity to accelerate progress towards social inclusion						
P7.f.1 Peer-reviewed journal or research publications by UNICEF on social protection, social inclusion, social policy, child poverty and human rights	16 (2014)	26	36	46	CO, RO and HQ	NA
P7.f.2 Key global and regional social protection, social inclusion, social policy, child poverty and human rights initiatives in which UNICEF is the co-chair or provides coordination support	11	13	16	19	HQ	NA
P7.f.3 Countries with national household surveys with disaggregated data on child-related indicators collected within the preceding five years	24	25	27	29	GD	NA

Organizational effectiveness and efficiency

Result	Key performance indicator	Baseline	2015 milestone	2016 milestone	2017 target	Source
Result: Higher-quality programmes through results-based management						
Results area 1: Improved accountability of results						
Global technical leadership and support relating to the seven Strategic Plan outcome areas are accessible, enabling technical excellence	DE.1 Country offices rating the usefulness of technical guidance and support as satisfactory	73%	> 80%	> 80%	> 80%	FRG
	DE.2 Global Programme Partnerships (GPPs) in which UNICEF plays a governance role and additional resources raised through GPPs for UNICEF	3	5	6	8	PPD
	DE.3 Country programme outcomes and outputs that are annually reported as either on track or achieved	79% (2014)	80%	80%	80%	FRG
Policies, guidance and technical support are accessible and relevant, enabling high-quality country programming and reporting	DE.4 New country programme documents approved by the Executive Board that meet organizational standards on (a) the human rights-based approach, (b) gender mainstreaming and (c) results-based management	(a) 76.4% (b) 67.2% (c) 78.0% (2015)	(a) 70% (b) 70% (c) 75%	(a) 75% (b) 75% (c) 80%	(a) 80% (b) 80% (c) 85%	FRG
	DE.5 Country offices using common results-based management tools and principles (QCPR)	28%	30%	40%	50%	DRP
	DE.6 Country offices reporting on South-South and triangular cooperation activities in their annual reports (QCPR)	88%	92%	95%	95%	DRP
	DE.7 Country offices that fully meet organizational standards on human rights, gender and environmental sustainability (QCPR)	44%	60%	70%	80%	DRP
	DE.8 Country offices that meet organizational benchmarks for capacity development, strategic partnerships and other implementation strategies (QCPR)	57%	70%	75%	80%	DRP

Result	Key performance indicator	Baseline	2015 milestone	2016 milestone	2017 target	Source
	DE.9 Country offices that track and report on expenditures using gender markers validated by a quality assurance process (QCPR)	25%	35%	60%	80%	PD
	DE.10 Country offices that apply the standard operating procedures for "Delivering as one countries", or components of them (QCPR)	28%	45%	60%	80%	PPD
	DE.11 Country offices reporting the accessibility and usefulness of programme policies, guidance and cross-sectoral support as satisfactory	92%	100%	100%	100%	DRP
	DE.12 Member States giving positive feedback on the quality of corporate reporting on results and mandates (QCPR)	100%	100%	100%	100%	OSEB
Timely, effective and coordinated support is provided for saving lives and protecting rights in all humanitarian situations, building resilience and reducing vulnerability	DE.13 Percentage and number of humanitarian situations in which country offices receive effective operational, programmatic, financial or policy support from regional office and headquarters	60%	100%	100%	100%	HQ
	DE.14 Major humanitarian situations in which UNICEF reported monthly or with a frequency agreed by the Emergency Management Team on progress against a small number of CCC-aligned results indicators	81%	100%	100%	100%	EMOPS
Efficient and effective management of supplies enables the achievement of programme results	DE.15 Procurement cases submitted to Contracts Review Committee that are approved on first review	87% (CO)	94%	95%	96%	DRP
	DE.16 Innovations that reach a predefined endpoint	0	2 each year	2 each year	2 each year	SD
	DE.17 Orders delivered at port of entry at agreed target arrival date	57%	95%	95%	95%	SD

Result	Key performance indicator	Baseline	2015 milestone	2016 milestone	2017 target	Source
	DE.18 Country offices monitoring the proportion of (a) institutional and (b) individual contracts sourced from national expertise (QCPR)	(a) 63% (b) 65%	(a) 70% (b) 70%	(a) 80% (b) 80%	(a) 90% (b) 90%	CO
	DE.19 Supply Division-handled rapid-response orders of supplies ready to be delivered within 48 hours of sales order release	90% (2012)	100%	100%	100%	SD
Enhanced transparency is achieved through improved access to key corporate information and official documents	DE.20 Timely publication of all financial and annual performance data in the public domain	Annual	Monthly	Monthly	Monthly	FRG
Result: Improved management of financial and human resources in pursuit of results						
Management results area 1: Independent corporate oversight and assurance						
Independent and effective oversight and assurance are effected through the implementation of internal controls on the use of UNICEF resources and on the relevance, efficiency, effectiveness, sustainability and impact of UNICEF-assisted programmes	M1.1 UNICEF evaluations with a formal management response	92%	92%	92%	92%	EO
	M1.2 UNICEF evaluations rated unsatisfactory on the basis of United Nations standards	2%	3%	3%	< 3%	EO
	M1.3 Country offices submitting at least one completed evaluation to the Evaluation and Research Database in the last three years	75%	75%	78%	80%	EO
	M1.4 Offices/divisions with audit recommendations outstanding for more than 18 months	3	< 10 each year	< 10 each year	< 10 each year	OIAI
	M1.5 Country offices that support the capacity development of national evaluation associations and/or institutions (QCPR)	59	70	75	100	DRP
	M1.6 Completion of investigation intake in standard time frame (nine months)	85%	90%	90%	90%	OIAI

Result	Key performance indicator	Baseline	2015 milestone	2016 milestone	2017 target	Source
Timely and comprehensive responses to relevant evaluation findings	M1.7 Agreed evaluation recommendations (a) under implementation and (b) completed, as recorded in the global management response tracking system	(a) 45% (b) 36%	(a) 52% (b) 30%	(a) 55% (b) 32%	(a) 60% (b) 35%	EO
Management results area 2: Corporate financial, information and communications technology and administrative management						
Effective management, use and stewardship are assured of financial and information and communications technology resources, assets and administrative policies, procedures and systems	M2.1 Management/administration/ development effectiveness support costs as a ratio of total resources	11.6% (2012)	10.7%	11.4%	11.8%	DFAM
	M2.2 Travel booked at least 21 days prior to departure	24%[7] (2013)	29%	31.5%	34%	DFAM
	M2.3 Emergencies in which information technology services requested are provided according to standards in the revised CCCs	75%	90%	90%	90%	ITSSD
	M2.4 Service level agreement (SLA) targets met or exceeded	External SLAs: ~100% Internal SLAs: ~76%	External SLA: ~100% Internal SLAs: ~80%	External SLAs: ~100% Internal SLAs: ~80%	External SLAs: ~100% Internal SLAs: > 85%	ITSSD Internal: GSSC
	M2.5 Projects delivered within scope, time and budget	70%	75%	75%	75%	ITSSD
	M2.6 Countries implementing (a) common services, (b) common long-term agreements, (c) a harmonized approach to procurement, (d) common human resources management, (e) information and communications technology services and (f) financial management services (QCPR)	(a) 117 (b) 89 (c) 45 (d) 25 (e) 28 (f) 27	(a) 115 (b) 96 (c) 60 (d) 35 (e) 45 (f) 30	(a) 115 (b) 96 (c) 65 (d) 40 (e) 50 (f) 30	(a) 115 (b) 96 (c) 70 (d) 45 (e) 50 (f) 30	CO

[7] Based on travel managed out of UNICEF headquarters, including travel for humanitarian responses.

Result	Key performance indicator	Baseline	2015 milestone	2016 milestone	2017 target	Source
	M2.7 (a) Core expenditure on development-related activities directed to programme activities and (b) non-core expenditure on development-related activities directed to programme activities (QCPR)	(a) 74% (b) 95%	(a) 80% (b) 93%	(a) 80% (b) 93%	(a) 80% (b) 93%	DFAM
Management results area 3: Corporate external relations and partnerships, communications and resource mobilization						
Strengthened partnerships with Member States, multilateral agencies and United Nations organizations, and strategic and innovative communications and public advocacy	M3.1 Donor reports submitted on time	75%	75%	80%	80%	CO
	M3.2 Income: (a) regular resources, (b) other resources (regular), (c) other resources (emergency) (millions of United States dollars)	(a) 1 265 (b) 2 256 (c) 1 332	(a) 1 240 (b) 2 240 (c) 1 229	(a) 1 272 (b) 2 093 (c) 919	(a) 1 329 (b) 2 070 (c) 924	DFAM
	M3.3 Coverage of UNICEF that is favourable or higher in global top-tier media	67%	> 70%	> 75%	> 80%	DOC
	M3.4 People engaged with UNICEF top global digital and social media platforms, and global leadership	15 million Globally No. 1	25 million Retain global No. 1	35 million Retain global No. 1	40 million Retain global No. 1	DOC
	M3.5 UNICEF position in the Global NGO Barometer (WIN/Gallup International Association)	No. 1 among international children's organizations and humanitarian organizations	Remain No. 1 among global international children's organizations and one of the top three humanitarian organizations	Remain No. 1 among global international children's organizations and one of the top three humanitarian organizations	Remain No. 1 among global international children's organizations and one of the top three humanitarian organizations	DOC
	M3.6 UNICEF country offices participating in a common budgetary framework	31%	35%	40%	50%	CO

Result	Key performance indicator	Baseline	2015 milestone	2016 milestone	2017 target	Source
	M3.7 Size and trend in funding from (a) Government and (b) non-governmental partners, including international financial institutions, regional development banks, civil society and private sector (QCPR) (millions of United States dollars)	(a) 2 610 (b) 1 223	(a) 2 660 (b) 2 049	(a) 2 328 (b) 1 956	(a) 2 328 (b) 1 996	DFAM
Management results area 4: Human resources management						
Effective and streamlined human resources policy and procedures are in place and implemented, providing quality advisory support to develop and maintain a flexible and highly skilled and motivated workforce	M4.1 Average length of recruitment period (number of days from closing date of advertisement to date of offer letter)	72	90	75	60	DHR
	M4.2 Requests for surge-capacity support met within 56 days (from formal request to arrival of staff member in country, in accordance with CCCs)	92%	90%	90%	90%	DHR
	M4.3 Staff identifying themselves as satisfied with the UNICEF workplace, as per global staff survey (GSS)	77% (2011)	N/A (no GSS)	85%	85%	DHR
	M4.4 Staff who are female at (a) all levels and (b) P-5 and above	(a) 48% (b) 44%	(a) 48% (b) 45%	(a) 49% (b) 48%	(a) 50% (b) 50%	DHR
Management results area 5: Corporate leadership and direction						
Effective leadership and executive direction are assured for implementing results outlined in the Strategic Plan	M5.1 Average achievement rate against Strategic Plan milestones	NA	100%	100%	100%	HQ
	M5.2 Staff who "strongly agree" or "agree" that UNICEF has a "speak-up culture"	47% (GSS, 2014)	N/A (no GSS)	50%	53%	HQ

Result	Key performance indicator	Baseline	2015 milestone	2016 milestone	2017 target	Source
Management results area 6: Staff and premises security						
Enhanced security measures for staff and premises are in place and a safer environment for UNICEF-assisted programmes is achieved	M6.1 Country offices meeting minimum operating security standards	91%	90%	95%	100%	EMOPS
	M6.2 Country offices meeting business continuity plan requirements	99%	100%	100%	100%	HQ
Management results area 7: Field/country office oversight, management and operations support						
Improved accountability is in place for achieving results at the country and regional office levels	M7.1 Countries in which UNICEF supports capacity development through policies, institutions, systems and plans to strengthen equity-focused plans for children, especially the poorest and most vulnerable (QCPR)	98% (2014)	98%	99%	100%	DRP
	M7.2 Country offices that demonstrate efficiency gains and/or cost savings in programme and operations functions	86% (2012)	90%	95%	100%	DRP
	M7.3 Allocated regular resources for programmes expended at end of year	96.5%	> 95%	> 95%	> 95%	DFAM
	M7.4 UNICEF contribution in cash provided to the resident coordinator system (QCPR) (millions of United States dollars)	3.51	3.63	4.01	4.16	PPD
	M7.5 UNICEF contribution in kind provided to the resident coordinator system (QCPR) (millions of United States dollars)	2.4	2.8	3.1	3.4	PPD

Result	Key performance indicator	Baseline	2015 milestone	2016 milestone	2017 target	Source
Coordination of the United Nations development system						
Results area 7: United Nations development system leadership and coordination						
Leadership of humanitarian clusters under UNICEF responsibility is carried out effectively	C.1 For globally led or co-led clusters and areas of responsibility: country-level clusters and areas of responsibility that have a designated country coordinator	100%	50%	50%	50%	EMOPS
	C.2 For newly activated clusters or areas of responsibility: country coordinator positions filled within 30 days of cluster activation	100%	90%	90%	90%	EMOPS